



International  
**COCOA**  
Initiative



**Annual Report 2017**





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**ICI is a leading non-profit foundation that promotes child protection in cocoa-growing communities. Uniting the forces of the cocoa and chocolate industry, civil society, farming communities and national governments in cocoa-producing countries, ICI ensures a better future for children and advances the elimination of child labour. ICI works with its partners to ensure that cocoa-growing communities are more protective of children and their rights, that the cocoa supply chain manages the risk of child labour responsibly and that knowledge and information are promoted openly and transparently.**

**Operating in Côte d'Ivoire and Ghana since 2007, ICI has promoted holistic child protection strategies in 656 cocoa-growing communities benefitting over 700,000 children.**



**Vision**

ICI's vision is of thriving cocoa-growing communities where children's rights are respected and protected, and where child labour has been eliminated.



**Mission**

ICI works to improve the lives of children in cocoa-growing communities, safeguarding their rights and contributing to the elimination of child labour by supporting the acceleration and scale-up of child-centred community development and of responsible supply chain management throughout the cocoa sector.



**Strategy 2015–2020**

ICI aims to improve child protection for one million children by 2020.



# What we achieved in 2017

## ICI Stakeholder Meeting in Abidjan: education and vocational training for older children



► A strong alliance for older children: representatives at the ICI Stakeholder Meeting

**ICI's 6th Stakeholder Meeting, held in Abidjan, was dedicated to exploring opportunities in education and vocational training for adolescents – the age group most at risk of being engaged in child labour.**

Assembling a unique group of thought-leaders, government bodies, private sector companies, development actors, cocoa-farmer representatives and civil society organisations, the meeting's objective was to share knowledge and identify workable, scalable solutions for older children in cocoa-growing communities.

Government representatives from Ghana and Côte d'Ivoire presented the challenges both countries face in the fields of education and vocational training. "The fight against the worst forms of child labour cannot be limited to legislative measures", noted Jean-Claude

Kouassi, Côte d'Ivoire's Minister of Employment and Social Protection. "It requires the implementation of public policies that guarantee children's rights to quality education that must be free and compulsory. We are working on developing technical and vocational courses adapted to all age profiles, guaranteeing young people a quality integration into professional life."

A renewal of the 2016 Partnership Agreement between the Government of Côte d'Ivoire's National Oversight Committee (CNS) and ICI was also signed at the Stakeholder Meeting, extending both parties' collaboration on child labour training, the improvement of education infrastructure, and the expansion of child labour monitoring and remediation efforts.

## Promoting child protection on international platforms

**In 2017, ICI participated in 14 international events, sharing good practices and promoting transparent collaboration and knowledge exchange on and off the stages.**

At the Chocoa conference in Amsterdam, ICI took part in a panel discussing integrity and transparency in the cocoa supply chain alongside the World Cocoa Foundation, Mondelēz, the Dutch Ministry of Foreign Affairs, the Royal Tropical Institute and the Ghanaian ABOCFA cooperative. Stating that the know-how to manage the risk of child labour has increased over the past years, ICI called for a stronger supply chain transparency, reporting and accountability – and the continuous tackling of root causes, both at policy level and by supporting communities. The issue of transparency was also explored during the World Cocoa Foundation's 2017 Partnership Meeting, where ICI joined a panel with The Voice Network, Marks & Spencer and UTZ.

Amongst other strategic events, ICI also shared its experiences and advocated for change at ILO's Global Conference on the Sustained Eradication of Child Labour in Buenos Aires, as well as at the United Nations Forum on Business and Human Rights.



► **Community nurse in Dohoun Konankro, Côte d'Ivoire, with her daughter**

## Empowering women and girls as a gateway to increased child protection

**ICI's research indicates that the education level of women in a community has a strong and statistically significant bearing on the community's child labour risk. In addition, children are more likely to attend school if their mothers are economically empowered, for instance with supplementary economic activities.** In 2017, ICI continued expanding female community members' access to Income Generating Activities (IGAs) and facilitating the education of women and girls. ICI also promoted women's leadership in their communities and their participation in focus groups and Community Child Protection Committees, by organising gender awareness-raising and women's empowerment sessions and supporting girls' access to education, including through improved sanitation

infrastructure in schools. As a result of these actions, 59% of the women participating in IGAs reported a reasonable or significant increase in income, and 88% of them reported that some of that income was used to benefit their children. Both in Ghana and Côte d'Ivoire women represent 80% of participants trained in ICI-supported literacy and numeracy classes, with a good completion level of over 90%. In 2017, almost one-third of the relevant community leadership positions were filled by women in ICI-assisted communities. Girls' school enrolment also improved in those communities. In 2017, 81.8% (77.1% in 2015) of girls in Ghana and 44.9% (34.8% in 2015) of girls in Côte d'Ivoire were enrolled across all school levels.

## ICI: growing and evolving to deliver greater impact

**ICI continued on its journey of rapid growth and expansion in 2017, all with a view to accelerating progress and maximising impact.**

ICI's budget increased 38% for the second consecutive year, and 2017 saw the recruitment of 70 new staff, bringing the global ICI team to a total of 157 (an increase of 80.5% since 2016). To keep pace with this growth, ICI doubled-down on efforts to train new staff on core values, policies and procedures, with 87% of all staff trained by the end of the year on ICI's Code of Conduct.

To support its rapidly expanding operational reach, 2017 saw the embedding of a more decentralised operating structure, with five sub-offices in Côte d'Ivoire now up and running in Adzope, Daloa, Divo, Duékoué and Soubré and the reorganisation of its staffing structure to enlarge and empower a middle-management cadre.

## CLMRS: an expanding industry good practice

**ICI's Child Labour Monitoring and Remediation System (CLMRS) is a transparent and humane approach to identifying and tackling child labour in the cocoa supply chain, aimed at finding tailored solutions for children working in hazardous child labour, and their families. In 2017:**

- ICI was directly implementing supply chain CLMRS projects with 6 companies;
- ICI continued building the internal capacities of Barry Callebaut and Cargill to apply and scale-up CLMRS in their value chains;

- Tony's Chocolonely began integrating CLMRS into their responsible business model;
- After a successful pilot phase in Côte d'Ivoire, Nestlé expanded its CLMRS work to cover Ghana;
- ICI also advised other member companies on different CLMRS approaches and continued to draw in the learnings from multiple actors across a range of agricultural sectors to define more cost-effective CLMRS practices.



► **Close contact with beneficiaries: ICI field staff supports a community facilitator interviewing a cocoa farmer**





### “Tackling Child Labour” report launched

**In October 2017, in partnership with ICI, Nestlé published the first comprehensive account of one company’s actions to stamp out child labour in its cocoa supply chain.**

Openly exploring a range of achievements and challenges, the publication highlights the impact and potential of ICI’s innovative CLMRS model for identifying and addressing child labour in the supply chain, as well as difficulties encountered in scaling it up. Initial

evaluations have revealed the potential of the system to reduce child labour by 51% among the identified children over a three-year period.

Designed by ICI and implemented in Nestlé’s supply chain since 2012, the Child Labour Monitoring and Remediation System (CLMRS) has identified thousands of children at risk of, or in child labour. The fact that it is based in the communities and run by cocoa farmers themselves has allowed information to

be shared with confidence, encouraging them to declare when they might be using their children on the farm, and helping them find alternatives and solutions.

ICI believes that this level of transparent reporting on efforts to tackle child labour is essential not only to raising accurate awareness of the issue and the efforts underway, but also to feeding the collective learning required to take good practices to scale.

### Ghana: journalist training and “talk shops” for media and cocoa communities

**ICI collaborated with the Ghana Journalists Association to train 39 local, regional and national correspondents and editors of media houses from cocoa-growing areas and from Accra.**

The training aimed to ensure an in-depth understanding of the issue of child labour and to explore the vital role of media actors as stakeholders and change-makers. After the workshop, the participants showed an increase of over 70% in knowledge on the topic and were more competent in contributing towards discussions relating to child labour and child protection. Subsequent to the training, a greater number of accurate reports on the subject was published in the Ghanaian media.

In a further effort to raise media awareness on child labour, ICI organised three town hall meetings, dubbed “talk shops”. They served as interactive platforms where the press could exchange with members of ICI-assisted communities and hear about their journeys towards improved child protection. Each community outlined its achievements, challenges and change processes, followed by open forums where both groups assessed the progress made so far. These meetings had a noticeable impact on the journalists, and a coalition to facilitate reporting on child labour was set up, with community members invited to talk on morning shows, thereby also empowering the communities in the promotion of their child protection efforts.



► Ghana “talk shops”: direct interaction between journalists and community members



## ECLIC: transforming lives in cocoa-growing communities

**The “Eliminating Child Labour in Cocoa” (ECLIC) project, funded by the U.S. Department of Labor, continued in 50 cocoa-growing communities in Côte d’Ivoire in 2017, driving a growing number of holistic development and child protection measures.**

In close collaboration with the local authorities and community members, the project made great strides towards realising its target of meeting all the objectives defined in the Community Action Plans by the end of 2019.

In 2017, the ECLIC project supported:

- The construction or renovation of 93 classrooms
- Training of 50 literacy and numeracy teachers
- 600 people benefitting from literacy and numeracy classes
- Installation of 43 libraries in schools
- Mobilisation and training of 50 Community Child Protection Committees
- Definition and government-validation of 35 Community Action Plans
- Payment of school fees for 148 vulnerable children
- Training and equipping of 13 bridging class teachers
- Distribution of 2,043 school kits for children in or at risk of child labour
- Establishment of 60 community savings and loans groups
- Training of 50 Income Generating Activities agents
- Vocational training for 450 vulnerable children



► The ECLIC projet promotes education and child protection in Côte d’Ivoire

## Putting the best interests of children first

**In 2017 the ICI Child Safeguarding policy was adopted, aimed at ensuring and promoting a safe environment for children in ICI’s operations. As a Foundation committed to putting the best interests of the child first, ICI has the responsibility to set a clear protocol of action for the prevention of and response to child protection violations.**

The ICI Safeguarding Policy, developed with the help of ICI’s partner Save the Children, gives clear directions to staff, volunteers, partners and everybody working with ICI, about the behaviour expected of them and their moral and legal responsibilities to safeguard children. The Policy establishes a zero-tolerance principle for all forms of child neglect, child abuse and child exploitation. It feeds into an ICI Child Safeguarding Code of Conduct, which is also embedded within ICI’s general Code of Conduct and its contractual relationships with employees, partners and suppliers. As a first step, training on child safeguarding for all ICI staff members got underway in 2017, with plans to further promote child safeguarding principles across ICI’s various stakeholders from 2018 onwards.



► The ICI Child Safeguarding Policy establishes increased child protection

## UTZ / Rainforest Alliance becomes the first non-profit Contributing Partner of ICI

**UTZ (recently merged with and renamed as Rainforest Alliance) became the first organisation to join ICI as a non-profit Contributing Partner in 2017.**

ICI’s CLMRS has served as a reference for a new set of responsible business practices that the UTZ standard aims to promote and, as a result of the two organisations’ collaboration since 2014, the principle of child labour monitoring and remediation has been included in the latest UTZ Code of Conduct and the UTZ Guidelines for Farmers.

Under the new partnership, ICI and UTZ will continue to examine how UTZ’s enhanced model can serve as a vehicle for the sustainable scale-up of good practices, enabling certification to aid the expansion of good practices in child protection and child labour reduction.





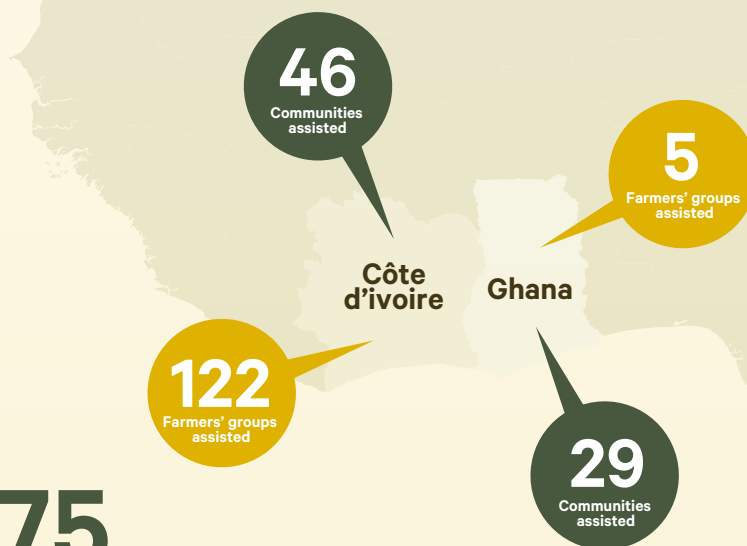






# Strong communities, vigilant supply chains

2017 was another year of strong organisational growth for ICI. We continued our development actions in 75 cocoa communities under the ICI Core Programme and extended the coverage of our CLMRS.



**127**  
farmers' groups  
assisted through  
ICI's CLMRS

**90,826**  
cocoa farming households  
targeted by ICI's CLMRS,  
including 125,431 children

**14,986**  
children identified in child  
labor (representing 17%  
of all children monitored,  
cumulatively since 2012)

**75**  
communities  
assisted through  
ICI's activities

**127,299**  
people benefitting from  
community development

**63,886**  
of whom are children

**416**  
community development  
actions (5.5 on average  
per community)

Community Child Protection  
Committees (CCPCs)  
established in all communities



## ► Child-centred community development actions in 75 ICI-assisted communities

### Education actions



**46**

Classrooms built or renovated



**12**

Temporary educational structures (appatam)



**8**

Construction/ rehabilitation of school kitchens



**8**

Teachers' accommodations built



**440**

School desks provided



**26**

New teachers recruited (all Government employed)



**37**

School Management Committees created; a total of 157 members



**173**

Children provided with school kits in Ghana



**93**

Children benefitting from bridging classes in Côte d'Ivoire



**89**

Children benefitting from vocational training

**3,949** children newly enrolled in school

### Other community development actions



**2,984**

Households benefitting from Income Generating Activities



**17**

Women's Groups created



**48**

Child Protection Clubs established



**14**

Community Service Groups created



**784**

Birth certificates delivered to children in Côte d'Ivoire



**16**

Water points established



**10**

Latrines constructed



**8**

Roads constructed

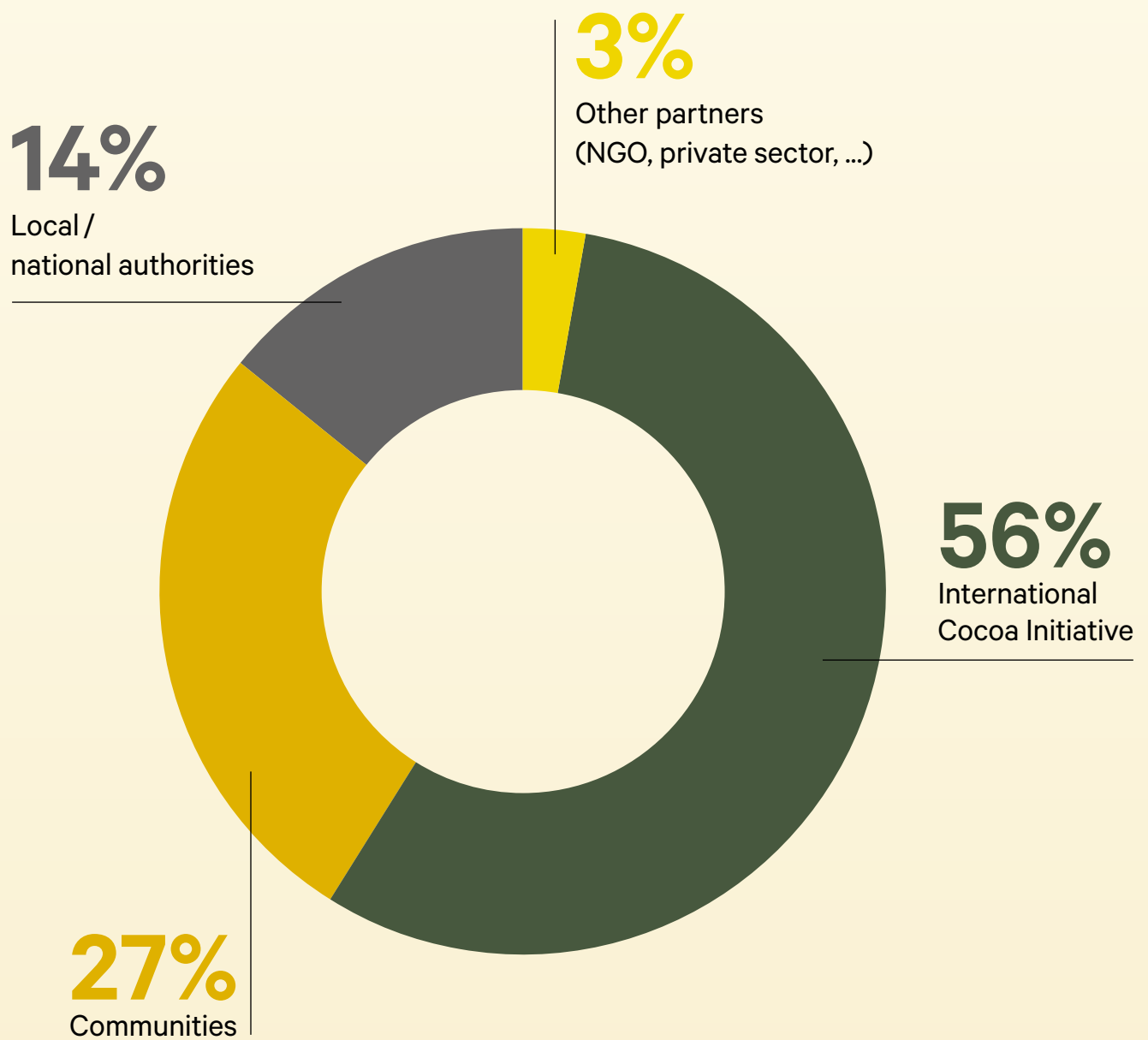
**36,566**

Community members and cocoa farmers reached with ICI's awareness-raising tools



## ► Support to community development actions

(monetary or in-kind, by source)





## ► Child Labour Monitoring and Remediation System (CLMRS)

ICI implemented CLMRS projects with 6 companies in both Côte d'Ivoire and Ghana. In total, by end-2017, 127 farmer groups / cooperatives were targeted, with the following results:

# 14,986

**Child labourers** were identified (cumulatively since 2012, representing 17% of all children monitored)

# 15,093

**Remediation actions** were implemented, benefitting at least 10,110 children

# 2,453

Supply chain actors trained

## Prevalence of hazardous tasks amongst identified child labourers

Based on cumulative data as up until March 2018

### Côte d'Ivoire (122 coops)



## 88%

Carrying of heavy loads



## 16%

Field burning



## 15%

Using chemicals



## 10%

Felling trees

### Ghana (5 farmers' groups)



## 56%

Using sharp tools



## 43%

No adequate footwear / protective clothing



## 31%

Carrying of heavy loads



## 31%

Using pesticides



## ► Staff 2016–2017



### Field Staff

2016	76
2017	144

**+89.5%**

### Total staff

2016	87
2017	157

**+80.5%**

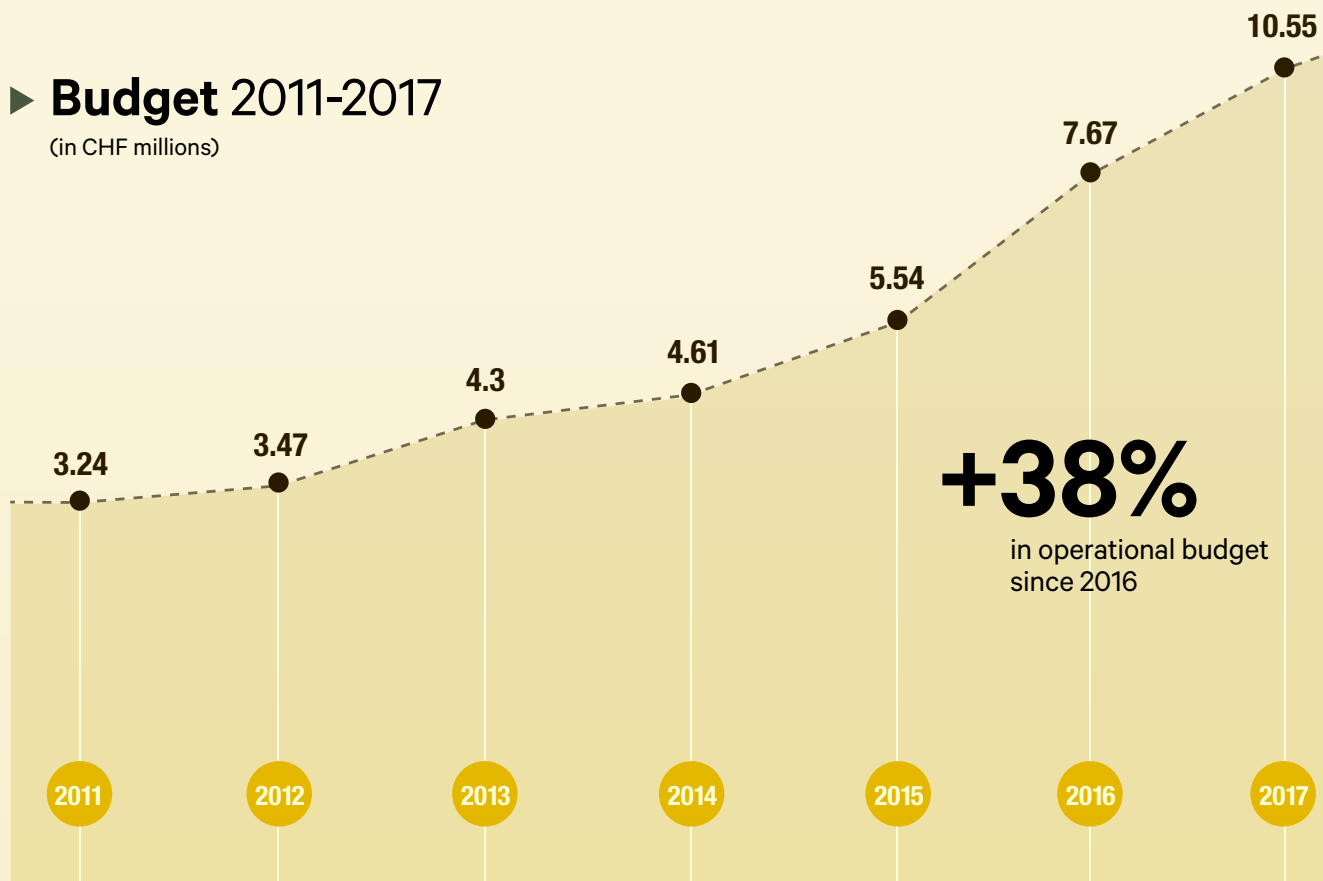
### HQ Staff

2016	11
2017	13

**+18%**

## ► Budget 2011-2017

(in CHF millions)



**– Impacts to-date from our direct action are 121% greater than anticipated, with 188,000 children benefitting from improved child protection since 2015 –**

**Nick Weatherill**









# ICI is driving learning to address a complex and pressing sustainability challenge

by Nick Weatherill

**“Innovation and capacity-building will be essential to bridging the current gulf between what needs to be done and the available capabilities to do it.”**

**Momentum is gaining in the cocoa sector’s collective effort to tackle child labour. 2017 saw ICI grow by almost 40% for the second consecutive year, as companies continued to apply and expand the good practices identified by ICI, its members and its partners.**

In the last quarter of the year, we launched a mid-term review of our strategy to take stock of progress which revealed that impacts to-date from our direct action are 121% greater than anticipated, with 188,000 children benefiting from improved child protection since 2015. This result is a testament to the extraordinary hard work of the ever-growing ICI team. But, alongside the estimated 2.1 million children working in unacceptable forms of child labour in Ghana and Ivory Coast, it is just one step in the right direction. That is why, under the revised strategy emerging from the review, we will concentrate our efforts for the next three years on the challenge of upscaling, and on our role as a catalyst, as well as an implementer, for supply chain transformation.

Innovation will play a central role in the scale-up required. ICI’s model of Child Labour Monitoring & Remediation (CLMRS) will need to evolve so that it can be more easily and more sustainably embedded in supply chains and communities, with cost-effectiveness paramount to its application at scale. Collaboration and capacity-building of other actors will be essential to bridging

the current gulf between what needs to be done and the available capabilities to do it. And transparency on results will be indispensable if we are to maintain a high-bar on a level playing field, and to feed collective learning across all corporate, non-profit and government actors so that good practices can be defined, refined and applied.

I am both inspired by the new direction we have defined for ourselves for the coming years and motivated by the ambitious targets we’re aiming for. I am particularly excited by the fact that the revised strategy gives ICI a licence to learn, as well as to lead. From all the powerful testimonials I heard in 2017, it was an interview with a teenage boy called Guillaume Kouamé Koffi that most moved me. ICI had helped him back into primary school at the age of 16 through one of our “bridging classes”. “And now I’m wearing a khaki uniform,” he says with an earnest pride that carries with it the yearning he must have felt for years watching his friends go to school when he couldn’t. The message: it’s never too late, and we’re never too old to learn. I am proud that ICI is driving the learning in the cocoa sector that is so necessary if we’re to address this most complex and pressing of sustainability challenges.







# Unique expertise and global collaboration: ICI's value for industry and civil society



**Mil Niepold**  
Independent expert

**Both the cocoa sector and its farmers have long faced considerable challenges, and the sector has rallied to find solutions. But today, the negative impacts of environmental degradation (droughts, deforestation, etc.) are rapidly eroding progress on human rights and human security, with clear implications for child protection.**

ICI's multi-stakeholder approach, which relies on the expertise and accumulated trust of all its members, offers the most significant promise for being able to reinforce communities in the protection of their children and their rights in an era of such unprecedented threats. We take enormous pride in the progress we've made over the past ten years, but we are appropriately sobered by the increasing difficulty of bringing our progress to scale in ways that increase local and national autonomy. Looking to the future, we believe more strongly than ever in the power and promise of collaboration and shared responsibility, and in the unique vantage point that civil society brings to our organisation in the search for holistic solutions to child labour in cocoa.



**Jeff Morgan**  
Mars Global Chocolate

**When I'm asked why ICI's work is essential to its industry members, two important arguments come to mind that explain why the cocoa and chocolate industry supports the Foundation.**

Firstly, ICI has unique expertise in promoting child protection in cocoa farming. Since its inception, the organisation has strived to gain first-hand experience in finding and implementing solutions to mitigate child labour. When linked to its field research, this has allowed ICI to build a significant body of knowledge related to the issue.

Secondly, ICI knows that this expertise will not have any value unless it is shared. The role of ICI as a collaborative hub and think-tank advances our resolve and our capacity to tackle a complex problem - and even echoes beyond its immediate circle of members and partners. Input from its multi-stakeholder board and from other actors and sectors make ICI's efforts reflective of global knowledge and best practice. ICI's industry members gain a share of this valuable expertise and collaborative network through their support to the Foundation. The return on investment is clear, and I can only urge other companies to join us.



# A year of partnership in Côte d'Ivoire and Ghana



**Euphrasie Aka**  
National Coordinator  
Côte d'Ivoire

**“Throughout the year, we worked with our partners to agree and adopt a framework for integrated public-private collaboration on child labour monitoring.”**

**In 2017 we significantly strengthened our interventions in vulnerable communities and further increased our collaboration with the government of Côte d'Ivoire.**

Throughout the year, we worked with our partners to agree and adopt a framework for integrated public-private collaboration on child labour monitoring, linking ICI's Child Labour Monitoring and Remediation System (CLMRS) with the Ivorian Government's System of Observation and Monitoring of Child Labour (SOSTECI). Aligning these two systems will ensure that all actors are working efficiently, effectively and transparently together.

At ICI we know that a nation-wide expansion of good practices is extremely challenging, and can only be achieved through the collaboration of all our partners: the government, the chocolate and cocoa industry, civil society, consumers, development actors, community leaders and cocoa farmers. For 2018, we're looking forward to operationalising the integrated public-private child labour monitoring system in Côte d'Ivoire so that our collective coverage grows, and so we have an even greater impact on the lives of children in cocoa-growing communities in the country.

## **HIGHLIGHTS OF THE YEAR**

- ICI took part in the Conference of First Ladies of West Africa and the Sahel on Combating Child Labour and Empowering Women.
- ICI partnered with the Swiss Embassy to build school canteens in two cocoa-growing communities.
- CI took part in the 4th edition of SARA, the biggest agricultural, animal and forest fair in West Africa. At our stand we welcomed over 500 visitors.



**Mike Arthur**  
National Coordinator  
Ghana

**“In 2018, we are looking forward to continuing this sort of dynamic, inclusive dialogue with the Government of Ghana.”**

**As the National Coordinator, I work closely with the national authorities, civil society, industry and other partners in Ghana, as well as community members and cocoa farmers, to promote child protection in cocoa-growing areas.**

In 2017, we engaged with various national institutions, such as the Ministries of Gender and Employment & Labour Relations, to help roll out their relevant policies and interventions. Most memorably, we supported the National Steering Committee on Child Labour to undertake a highly strategic mission in selected cocoa, fishing and mining areas to review the relevance and impact of activities underway. We interacted with community leaders and members, as well as the district authorities, particularly to determine the preparedness and capacity of the community and district stakeholders to sustain successes achieved by past actions. We advocated for communities to be proactive and independent in designing and implementing interventions to prevent child labour.

We also initiated three town hall meetings (called “talk shops”) between community members and media professionals where lessons were shared and challenges were addressed.

In 2018, we are looking forward to continuing the dynamic, inclusive dialogue with the Government of Ghana and with farming communities so that the welfare of children becomes everyone’s priority.

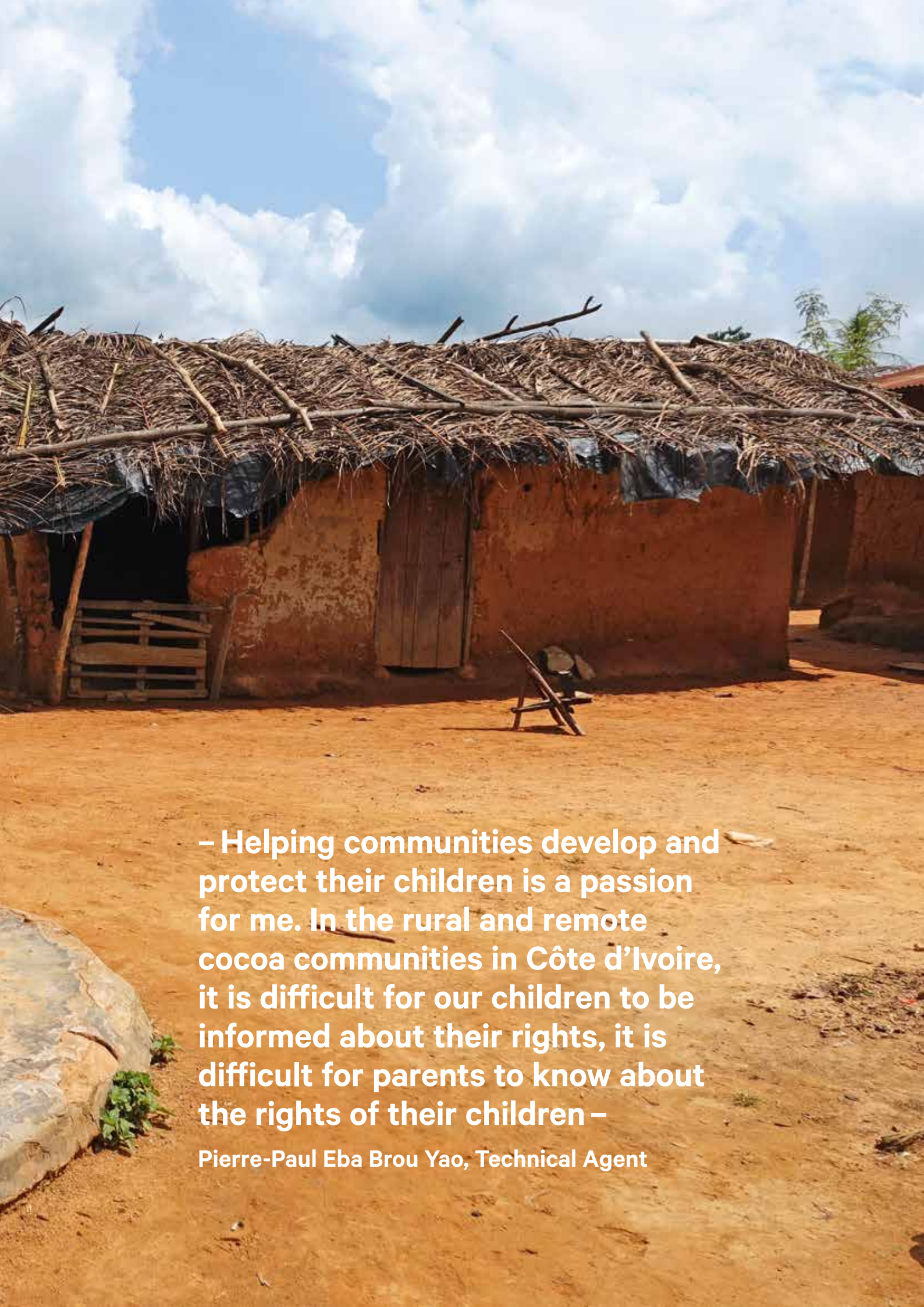
#### **HIGHLIGHTS OF THE YEAR**

- ICI provided support to the Ministry of Employment and Labour Relations and the Ministry of Gender, Children and Social Protection (MOGCSP) to launch the 2017 World Day Against Child Labour and the UN Day Against Human Trafficking.
- ICI training tools were used to train 39 journalists on the issue of child labour in Koforidua, Assin Fosu and Wiawso.
- ICI helped review the National Plan of Action (NPA) on the Worst Forms of Child Labour, supporting the Ghanaian Government to launch the second phase of its implementation (NPA2).









**– Helping communities develop and protect their children is a passion for me. In the rural and remote cocoa communities in Côte d'Ivoire, it is difficult for our children to be informed about their rights, it is difficult for parents to know about the rights of their children –**

**Pierre-Paul Eba Brou Yao, Technical Agent**



# Helping communities protect their children

Our staff on the ground are at the frontline of our efforts. They make sure cocoa farming families and community members are aware of the risks of child labour and help them implement their Community Action Plans.



**Pierre-Paul Eba Brou Yao**  
Technical Agent  
ICI Côte d'Ivoire

**My name is Pierre-Paul Eba Brou YAO; I am a Technical Agent (TA) working for ICI. I carry out activities on several projects including the Core Programme and the Child Labour Monitoring and Remediation System (CLMRS). I am based in Méagui.**

Helping communities develop and protect their children is a passion for me. In the rural and remote cocoa communities in Côte d'Ivoire, it is difficult for our children to be informed about their rights, it is difficult for parents to know about the rights of their children. The chiefs and community leaders also need awareness-raising, because not all of them are up to date with the different laws that distinguish between work which is light and allowed, and work which is dangerous.

The CLMRS is implemented with the support of Community Liaison Persons (CLPs) and Child Labour Agents (CLAs), and it is my responsibility to supervise them and ensure that the CLPs and CLAs, who are embedded within the communities and cooperatives, respect data collection and awareness-raising procedures. This is very important because if a producer or a member of the community

is misinformed, he or she can continue to have their children work in dangerous conditions on the plantations. When they are well trained, they understand that the child's place is in the school and not on the farm. We also try to reassure them that we are there to help and not to punish. If a CLP or a CLA finds a child engaged in hazardous labour, we try to find effective ways to immediately solve the problem together.

My most significant success as a Technical Agent was in a community called Tagba. During interviews with a father, we discovered that he had driven two of his children out of the house because they did not want to work in the field. They wanted to go to school. After informing him about the importance of school, we told him that we would come back to see how the situation was developing, verifying if the children would be back home. Indeed, the children had returned home and to school. The father promised us that he would continue to watch out for his children. And he has done so to this day.

**“We also try to reassure community members that we are there to help and not to punish.”**





**Anthony Kweku**  
Community Development  
Associate  
ICI Ghana

**“I see how communities are doing more and more things on their own to protect children, without waiting for us or the local authorities.”**

**My name is Anthony Kweku; I am a community development associate working in the New Juaben North Municipality. Having joined ICI in 2016, I now work in eight communities where my role is to support community members to develop their action plans to address child labour and ensure child protection.**

What I do involves a continuous dialogue and awareness-raising, providing support to communities so that they identify cases of child labour around them. As a Community Development Associate, I interact daily with community members. One of the things that happened recently is that I spoke to Madam Vaida Jampon who lives in Worapong, on the issue of dangerous child labour. She used to involve her children in carrying heavy loads, without realising that it is harmful to their physical development. After a number of sessions and conversations with her, she stopped doing that. She now knows that you give the children only the load that is acceptable to carry for their age. This is a typical type of intervention that I do in the communities.

I also interact with the local authorities to support and influence the implementation of the Community Action Plan. Usually, after the community develops their action plan, the Community Child Protection Committee submits it to the local authorities, for them to include it in the Municipal Action Plan. What I like about my job is that fact that I see how communities are doing more and more things on their own to protect children, without waiting for us or the local authorities. They know that child protection needs a holistic approach. I am particularly happy with one thing – after we introduced women’s income-generating activities, I can confidently say that some of the women’s income has improved, and they are using it to re-cultivate other crops, which will help them boost the income of their household.









## Driving change

**As a multi-stakeholder platform, ICI collaborates with partners on many different levels, and – whether they belong to industry, civil society or to cocoa-growing communities – their voices matter to us.**



**Sabine Eyobouadé Ademola**  
Director, Gogokro kindergarten,  
Côte d'Ivoire

“My name is Sabine Eyobouadé Ademola, the head of Gogokro's kindergarten. I teach 22 pupils ranging from 3 to 5 years of age. Working in a kindergarten is challenging because the children are still very young. But the love for what we do motivates us. Initially, the children did not speak French. With some time and patience, the children are now able to express themselves. ICI handed us the keys to a new kindergarten classroom, a director's accommodation and latrines. It's a great joy. As a teacher, when you don't have a place to rest, it's a little difficult. When you build a school, you are able to transform children into the personalities of tomorrow. Latrines built for students and teachers are also very important. If you look around in our community, you will see that there are no other restrooms. So it's a tremendous gift for us.”



**Mark Owuso**  
16 years old, Jumapo Anglican  
Basic School, Ghana

“Before I joined the Child Protection Club (CPC) initiated by ICI, I was involved in child labour. At my first CPC meeting we were educated on children's rights, and later on the club organised a play on the topic for the whole community. This helped to convince my parents to respect my rights, and I, on the other hand, make sure that I take care of my responsibilities.”



**Han de Groot**  
Rainforest Alliance  
Executive Director

“ICI has been a solid partner of UTZ for many years and we are extremely proud to be its first Non-Profit Contributing Partner. By being a part of the unique ICI platform we believe that we are also contributing to having an even bigger impact on farming communities and children in particular.”



**Taco Terheiden**  
Director Cocoa Sustainability,  
Cargill Cocoa & Chocolate

“Cargill has been a member with ICI since its inception. In the past few years we have expanded our collaboration with the rollout of a child labour monitoring and remediation system in our supply chain and ICI's expertise and support has been essential in its establishment and growth. ICI plays a critical role as a convener and connector of private sector, government and other partners to increase understanding and ensure contributions and collaboration by all stakeholders. The organisation has truly advanced the development of innovative and effective mechanisms to tackle the worst forms of child labour by driving a learning agenda in the cocoa sector and has provided practical tools for companies to test, adapt, and integrate into their sourcing operations.”



**Hawa Yakuba**  
Farmer, Yaw Boadi community,  
Ashanti region, Ghana

“My name is Hawa Yakuba. I am part of the group undertaking Income Generating Activities (IGAs). Previously, I used to cultivate rice but I always had low yields. My biggest harvest was a bag of rice. We also used to grow food like cassava and plantain for sale, but the sale was very low, especially during the peak season. Since joining the IGA, I have been trained on good agronomic practices on rice farming. We were also supported with seedlings and tools to start the farm. For the first time, I harvested six bags of rice. The money I will be making from the sale of this harvest will be invested into my children's education and the farm.”

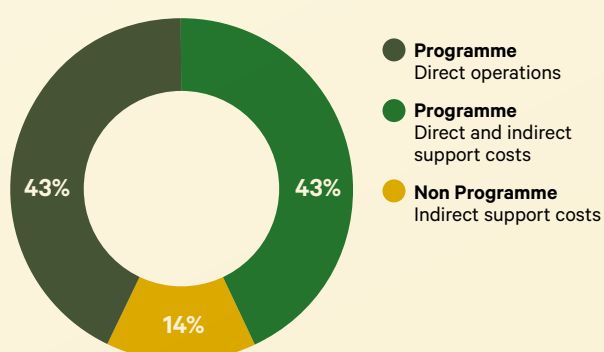


# 2017 Financial statement

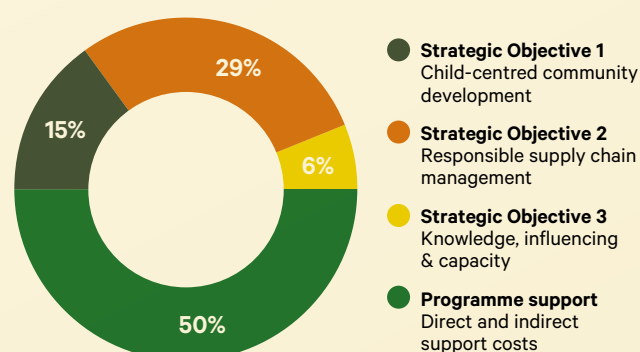
in CHF

<b>Revenue</b>	<b>10,553,060</b>
<b>Expenditure</b>	
<b>Programme</b> (direct operations)	<b>4,528,552</b>
Strategic Objective 1: Child-centred community development	1,383,284
Strategic Objective 2: Responsible supply chain management	2,584,672
Strategic Objective 3: Knowledge, influencing & capacity	560,596
<b>Programme</b> (direct and indirect support costs)	<b>4,532,137</b>
<b>Direct support costs</b>	
Staff, office, administration and logistics	3,613,281
<b>Indirect support costs</b>	
Staff	854,043
International travel	64,812
<b>Non-Programme indirect support costs</b>	<b>1,487,745</b>
Staff	931,252
Office, administration and logistics	413,859
International travel	70,672
Communications	71,963
<b>Total Expenditure</b>	<b>10,548,434</b>
<b>Earnings before Non-Operating and Financial Results</b>	<b>4,626</b>
Miscellaneous non-operating income and expenditure	278
Net use of reserves	39,848
<b>Excess of Revenue over Expenditure</b>	<b>44,752</b>

## Total expenditure



## Programme expenditure



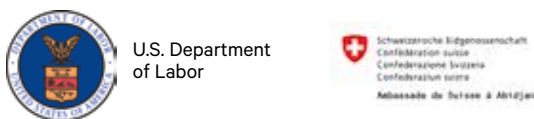
# Current ICI Board members, Contributing Partners & other donors

The ICI board is comprised of board members from both industry and civil society, who preside over the foundation's governance, accountability and strategic direction. Corporate and non-profit Contributing Partners generously fund ICI's work.

## Board Members and Contributing Partners



## Other Donors



## Board Advisors







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